

Converge Magazine Conference

NYCDOE Division of Instructional and Information Technology

**NYC Department of Education
Rountable Discussion:
Project Management
Office**



Business Goal

Deliver technological solutions to our Instructional and Administrative Stakeholders :

- On time
- Within budget
- Prioritized based upon value and enterprise impact

Manage a portfolio of projects to:

- Enforce fiscal accountability
- Audit adherence to DOE technological standards
- Validate that Stakeholder expectations are met

Embrace CHALLENGES to Drive the Vision

Challenges

- Multiple years of budget reduction: Doing more with less.
- Large infrastructure projects (not tied to a specific application) endure a long Capital appropriation process.
- Funding shifts to schools: Schools have greater influence on the scope and priority of enterprise projects.
- Technology is moving faster than the DOE skill acquisition process.
- 1500 schools = 1500 stakeholders, in addition to the centralized administration.
- DOE/DIIT strategic plan integration with NYC strategic plan requires extra effort.

Embrace Challenges to Drive the VISION

DIIT's Infrastructure Project Management Office Vision

- Standardize on a PMI-based project management approach across the entire DIIT portfolio of infrastructure projects.
- Engage resources based upon project priority, not operational responsibility.
- Interlock with the Application Development PMO.
- ALWAYS align DIIT's infrastructure projects to the Chancellor's goals.
- Forge partnership with stakeholders DURING the funding appropriation process.
- Foster communication among schools to drive replicable enterprise solutions.
- Plan for OJT/skills transfer from the onset of a project (not just post-deployment skills transfer).
- Standardize on a method of tracking and accountability using an online tracking system.
- Enforce a simplified bottoms up reporting process from project resources to deliver timely stakeholder/executive status.
- Engage departmental "Single Points of Contact" regularly to validate expectations.
- Improve resource effectiveness through a nimble escalation process to quickly resolve issues that are preventing the smooth running of projects.

Lessons

- The lack of the PMO's early involvement in larger projects drives a substantial amount of remediation to restore standards compliance.
- Large projects can be managed utilizing a group of technical "Single Points of Contact", with each team member being responsible for ensuring their assignment was properly managed.
- Simplified online tools should be relied upon to communicate status and issues. The same tools should be used to drive executive status, thereby reducing redundant status reporting.
- Management efficiency can be achieved by replacing status meetings with Issues Management meetings. Teams CAN effectively drive project completion through the escalation of issues rather than merely reporting successes.
- Inclusive management leads to efficient and responsive delivery (e.g. Procurement, CFO, Help Desk, Data, PMO, Security and Infrastructure)

Group Discussion

- What's your PM methodology?
- Do you have a PMO? How is it staffed?
- Does your PMO operate separately from the Applications Development group?
- How involved are your teams with identifying funding?
- Are the School stakeholders treated differently than the Administrative stakeholders?
- How do you report portfolio health to your CIO, COO, Chancellor?
- How do you engage resources for your projects? Do they come from your operational staff?
- How much do you rely upon consultants?
- Do you use online tools to manage your portfolio? If so, what are they?
- What would your perfect PMO look like?
- Do you see the benefit of forming a PMO consortium among our School Districts?
- Is there value in sharing our PM Intellectual Capital? Legally...can we?
- Would you like to schedule a conference call among our PMO teams?
- What else is on your mind?

Questions & Roundtable Discussion

